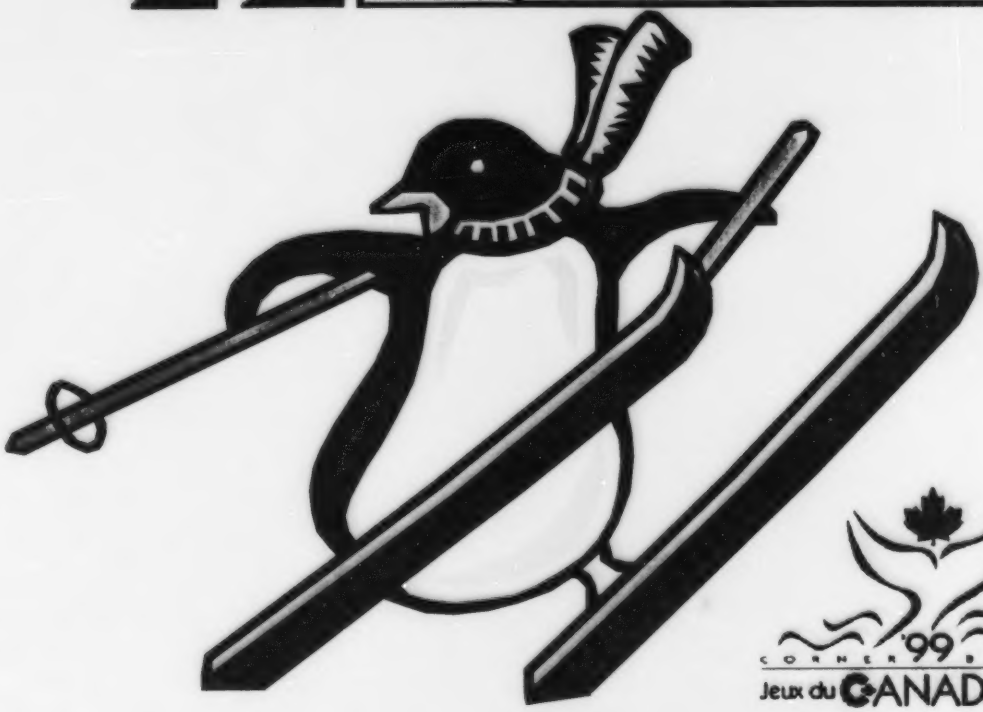
Canada/Newfoundland Agreement on Economic Renewal



CORNER BROOK '99 Jeux du CANADA Games

The Economic, Business, Social and Cultural Impacts of the 1999 Canada Winter Games

A study undertaken for
Canadian Heritage, Atlantic Canada Opportunities Agency, Government of Newfoundland and Labrador, City of Corner Brook and Canada Games Council

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Executive Summary

When the Host Society for the Corner Brook Games was successful in its bid to host the 1999 Canada Winter Games, it was widely anticipated that the activities associated with the Winter Games would have a number of economic impacts on the local communities of Corner Brook, Deer Lake, Stephenville, Steady Brook and Pasadena. Some of these impacts would have been felt immediately and lasted for only a short time. Other effects of the 1999 Canada Winter Games represent a legacy for the region and their impacts would be felt by future generations. In addition to the economic impacts, it was understood that an event the size of the 1999 Canada Winter Games, when superimposed on a host region the size of western Newfoundland, had the potential to have significant social and culture impacts on the local region. Furthermore, the social and cultural impacts of the 1999 Canada Winter Games would also extend to the participants as they were exposed to local culture and traditions and to other Canadians.

It is also important to appreciate that the short-term economic impacts to the region would have begun with the pre-bid preparation, continuing on through the construction phase, pre-game events and culminating with staging of the competitions in February and March. The legacies created by the 1999 Canada Winter Games will obviously be felt for sometime to come.

This study, funded under the Canada-Newfoundland Agreement on Economic Renewal and undertaken on behalf of Canadian Heritage, Atlantic Canada Opportunities Agency, Government of Newfoundland and Labrador, the City of Corner Brook and the Canada Games Council, attempts to evaluate the 1999 Canada Winter Games from several different perspectives. While the primary reasons for continuing to hold the Canada Games are the encouragement and facilitation of Canadian sport and culture, the focus of this study is on the identification and quantification of the economic impacts felt within the local impact area (Western Newfoundland), within Newfoundland and throughout Canada. The economic impacts considered in this report are the direct, indirect, and induced impacts of employment, GDP and taxes. The sources of these economic effects are the operations and capital expenditures associated with the 1999 Canada Winter Games and the purchases of good and services by Winter Games' participants and spectators.

An additional focus of this study is to examine the social and cultural impacts of the 1999 Canada Winter Games. Our evaluation also extends into assessing the implications of the 1999 Canada Winter Games for local businesses in terms of their ability to take advantage of opportunities generated by the additional expenditures that flow through the local economy. Together, these three evaluations constitute an overall assessment of the 1999 Canada Winter Games on the Corner Brook region and throughout Canada that was undertaken for this report. Supplementing this overall assessment is a determination of the 1999 Canada Winter Games' legacies, an analysis of the lessons that can be learned from the current games for future Canada Games and a comparative assessment of the Corner Brook and Brandon Games. While the specific findings are highlighted below, it is fair to say that the 1999 Canada Winter Games were successful and had overall positive impacts on the western region and throughout Canada.

There were $29 million in expenditures associated with the 1999 Canada Winter Games - $19.7 million in operations expenditures, $3.6 million in capital expenditures and $5.7 million in visitors' expenditures. These expenditures generated employment, GDP and taxation effects across the country. In addition, more than 4,000 athletes, coaches and officials participated in the Winter Games. It was also estimated that there were 5,000 non-local and 10,000 local spectators that took in the various 1999 Canada Winter Games events during the two weeks of competition. The economic impacts of the 1999 Winter Games are broken out into overall impacts, those related to operations activities, impacts that flow from the capital expenditures of the Host Society and those effects created through the purchases of goods and services by visitors to the area. These Newfoundland and Canada-wide economic impacts are highlighted in Tables ES1 and ES2, respectively.

Table ES1: Economic Impacts of the 1999 Canada Winter Games
Resulting from Expenditures in the Province of Newfoundland

	Direct	Indirect	Induced	Total
Overall Economic Impacts				
Expenditure ($M)				29
GDP ($M)	10.6	3.0	9.6	23.2
Employment (PY)	132.4	242.4	128.7	503.5
Taxes ($M)	1.9	2.0	6.0	9.9
- Federal Taxes ($M)	0.9	0.9	3.3	5.2
- Provincial Taxes ($M)	1.0	1.1	2.7	4.8
Operations Expenditures Economic Impacts				
Expenditure ($M)				19.7
GDP ($M)	7.4	1.9	6.9	16.2
Employment (PY)	132.4	137.2	93.3	362.9
Taxes ($M)	1.9	1.3	4.1	7.3
- Federal Taxes ($M)	0.9	0.7	2.3	3.8
- Provincial Taxes ($M)	1.0	0.7	1.8	3.5
Capital Expenditures Economic Impacts				
Expenditure ($M)				3.6
GDP ($M)	1.6	0.5	1.4	3.4
Employment (PY)		33.7	17.8	51.5
Taxes ($M)		0.3	1.0	1.3
- Federal Taxes ($M)		0.2	0.5	0.6
- Provincial Taxes ($M)		0.2	0.4	0.6
Visitors Expenditures Economic Impacts				
Expenditure ($M)				5.7
GDP ($M)	1.6	0.6	1.4	3.6
Employment (PY)		71.5	17.6	89.1
Taxes ($M)		0.3	1.0	1.3
- Federal Taxes ($M)		0.1	0.5	0.7
- Provincial Taxes ($M)		0.3	0.4	0.6

Note: numbers may not sum to total due to rounding.

Table ES2: Canada-wide Economic Impacts: 1999 Canada Winter Games
(Including Newfoundland Impacts)

	Direct	Indirect	Induced	Total
Overall Economic Impacts				
Expenditure ($M)				29
GDP ($M)	11.8	19.9	28.2	59.9
Employment (PY)	132.4	473.5	361.5	967.4
Taxes ($M)	1.9	4.8	15.4	22.1
- Federal Taxes ($M)	0.9	2.4	8.5	11.8
- Provincial Taxes ($M)	1.0	2.4	6.9	10.3
Operations Expenditures Economic Impacts				
Expenditure ($M)				19.7
GDP ($M)	8.5	12.0	19	40
Employment (PY)	132.4	287.1	254.5	674
Taxes ($M)	1.9	3.1	10.4	15.4
- Federal Taxes ($M)	0.9	1.6	5.8	8.2
- Provincial Taxes ($M)	1.0	1.6	4.6	7.1
Capital Expenditures Economic Impacts				
Expenditure ($M)				3.6
GDP ($M)	1.7	5.0	5.2	8.0
Employment (PY)		123.4	62	108
Taxes ($M)		0.6	2..0	2.7
- Federal Taxes ($M)		0.3	1.1	1.4
- Provincial Taxes ($M)		0.4	0.9	1.3
Visitors Expenditures Economic Impacts				
Expenditure ($M)				5.7
GDP ($M)	1.7	5.0	5.2	11.9
Employment (PY)		123.4	62	185.4
Taxes ($M)		1.1	3.0	4.1
- Federal Taxes ($M)		0.6	1.7	2.2
- Provincial Taxes ($M)		0.6	1.3	1.9

Note: numbers may not sum to total due to rounding.

There were 605.9 direct and indirect person-years of employment created by the $29 million in expenditure associated with the 1999 Canada Winter Games. Adding the 361.5 person-years of induced employment brought the total Canada-wide employment effect estimated for the 1999 Canada Winter Games to 967.4 person-years. The corresponding employment effects for Newfoundland were 503.5 total person-years, 132.4 direct person-years, 242.4 indirect person-years and 128.7 induced person-years. As well, 401.2 person-years of this employment was generated within Western Newfoundland and the remaining 102.3 person-years were felt throughout the rest of the province.

The total Canada-wide GDP impacts resulting from the combined expenditures were estimated to be $59.9 million. This consisted of $11.8 million direct GDP, $19.9 million

indirect GDP and $28.2 million induced GDP. Newfoundland's GDP was increased by $23.2 million as a result of the 1999 Canada Winter Games expenditures. This was decomposed as follows: $10.6 million in direct GDP, $3 million indirect GDP and $9.6 million induced GDP. The within-Newfoundland distribution of these GDP impacts were: Western Newfoundland $16.7 million and $6.5 million to the rest of Newfoundland.

Similar results were available for the taxation effects associated with the combined expenditure. Specifically, the level of direct and indirect taxes generated throughout Canada as a result of the combined expenditures were $22.1 million - $11.8 million to the federal government and $10.3 million to all other provinces. Of the $10.3 million provincial total, the Newfoundland treasury received $4.8 million in additional taxes that can be traced to the 1999 Canada Winter Games.

The economic impacts broken down by 1999 Canada Winter Games activity indicated that 2/3 of the GDP effects resulted from by the operations expenditures while capital expenditures and visitors' expenditures each accounted for approximately 1/6 of the GDP impacts. Specifically, the operations expenditures accounted for increases in Canada-wide GDP of $40 million. The corresponding impact in Newfoundland was $16.2 million. This compares to $8 million in Canadian GDP and $3.4 million in Newfoundland GDP resulting from the Host Society's capital expenditures. Finally, the expenditures by the participants and spectators resulted in a further $11.9 million GDP Canada-wide and $3.6 million within Newfoundland.

A similar pattern prevailed with employment as evidenced by the fact that 72 percent of Newfoundland employment generated by the 1999 Canada Winter Games was traced to the operations expenditures, 18 percent is accounted for by visitors' expenditures and capital expenditures explained about 10 percent. The person-years of employment created in Newfoundland as a result of 1999 Canada Winter Games activities are: 362.9 for operations expenditures, 51.5 for capital and 89.1 for visitors' expenditures. Likewise, the Canada-wide employment impacts were: 674 person-years for operations, 108 person-years for capital and 185.4 for visitors.

Comparing the economic impacts of the 1999 Canada Winter Games with those estimated for the Brandon Summer Games, we observed that the impacts associated with the Corner Brook Games were more substantial. This was due to the larger overall expenditures associated with the Corner Brook Games. When the expenditure levels were controlled for, the difference in the size of the economic impacts also disappears. For example, the overall GDP impact in Manitoba, standardized for the level of expenditure, was equivalent to 82.7 percent of the expenditure associated with the Summer Games and the corresponding impact in Newfoundland was 80 percent. Likewise, the standardized overall employment effects were close. The Newfoundland Games were estimated to generate 17.4 person-years of employment for every $1 million in expenditure whereas the estimate for the Manitoba Games was 18.1 person-years. Finally, the standardized tax effects were also similar. The standardized tax revenues generated within Manitoba and Newfoundland were equivalent to 25.3 and 34.1 percent of expenditures, respectively.

From the perspective of the business sector, the 1999 Canada Winter Games must be considered a success. The host society, in partnership with he Canada Games Council, was able to attract 11 major sponsors of the 1999 Winter Games – more than any other previous Canada Games. In addition, the merchandising program had sales in excess of $2 million. This far exceeded initial sales projections of $850,000. As well, 24 of the 40 suppliers of merchandise were local.

Direct suppliers to the 1999 Canada Winter Games were very positive and appreciative of the extra business it created. For many, it provided additional business during an otherwise slow period. For some businesses, the 1999 Canada Winter Games allowed them to pursue new lines of business, which were expected to open up future opportunities. Restaurants, retailers and taxi operators were disappointed. They planned for extra business that never materialized to the level of their expectations. This is explained in part by exaggerated expectations of the number of visitors to the area that were prevalent in the business community. Part of the explanation for the over-estimate of the number of visitors to the area is that some people may have confused 25,000 site-visits available in early planning documents with 25,000 visitors.

In terms of its social and cultural dimensions, the impact of the 1999 Canada Winter Games has been overwhelmingly positive for athletes, spectators and host volunteers alike. As well, what became clear in this evaluation was that a successful games requires high quality facilities and professional and friendly staff and volunteers. Furthermore, it requires a capacity to both showcase the people and the culture of the host region and to successfully ensure that most residents, regardless of whether they formally participate, identify with and support the venture. On virtually every measure among every targeted population, these objectives have been successfully met by the Host Society of the 1999 Canada Winter Games.

Given the magnitude and diversity of the 1999 Canada Winter Games' activities, there are a number of legacies that will be felt through the western region for some time to come. Fourteen separate legacies of the 1999 Canada Winter Games identified by this study are:

1. volunteer organization
2. infrastructure improvements
3. exposure of the region
4. increased tourists visitation
5. regional pride and spirit
6. financial surplus
7. athlete/team development
8. investment in youth
9. service industry expertise
10. event management expertise
11. friendship and memories
12. human legacy – can do attitude
13. sense of being a Canadian and

14. reinforcing the importance of sportsmanship and values

Each of these legacies are explained in more detail below.

Volunteer organization. The base of volunteers in place for the 1999 Canada Winter Games is probably one of its greatest legacies. The volunteer program was a major success and demonstrated the strong commitment from the residents in the region. This was considered by many people interviewed/surveyed to be a major benefit in creating a positive attitude and in attracting events in the future. As well, the general-hospitality training and sport-official training of the volunteer base and their acquisition of business-related skills will have lasting implications for the western region of Newfoundland. For example, some of the skills acquired by the volunteers, as noted in the social impact assessment, ranged from specific techniques associated with computer software such as word processing, accounting or graphical presentation to more 'people skills' involving telephone interviewing, preparing media releases, contacting coaches/managers, speaking before small and medium size groups, chairing meetings and even 'grantsmanship' — learning how to apply for various supplementary governmental programs.

Infrastructure improvements. There were a number of venues that had to be either constructed or upgraded to national standards. This resulted in the availability of quality venues to host other national sporting championships. This expansion of the sports capital stock is obviously a major legacy of the 1999 Canada Winter Games. Some of the facilities that received major infrastructure improvements include:

- Canada Games Centre and Annex (construction)
- Stephenville Dome (construction)
- Marble Mountain
- Biathlon Range
- Blow-Me-Down Cross Country Ski Club
- Grenfell College (facility improvements)
- Sports equipment (boxing, gymnastics, etc.)
- Herdman Collegiate High School and Soccer Field
- RecPlex
- Grenfell College
- Hodder Memorial
- West Coast Training Centre
- Pasadena Skating Oval
- Arts and Culture Centre Pool

Exposure for the region. The 1999 Canada Winter Games provided excellent provincial, national and international exposure for the western region. TSN-RDS and various print media organizations provided extensive coverage of the area. This should increase awareness of the region and increase visitor traffic to western Newfoundland in the future. Furthermore, with the 1999 Canada Winter Games being considered a tremendous success from an organizational perspective, the region also displayed very

clearly its ability to host major events. It is anticipated that this should create future opportunities to host major events and clearly is one of the legacies of the 1999 Canada Winter Games.

Increased tourist visitation. Visitors to the 1999 Canada Winter Games (i.e., athletes, families, media, etc.) were very impressed with the region and the hospitality of the people. As a result, a number of them expressed a desire to return for a vacation. The good feeling and positive attitude of Winter Games spectators and participants should pay future dividends and, as such, is undoubtedly one of the legacies of the 1999 Canada Winter Games for the western region.

Regional pride and spirit. It was clearly stated in comments by the majority of those interviewed that the 1999 Canada Winter Games experience has created a very strong positive, cooperative attitude in the region. There was a tremendous sense of enthusiasm and pride in the communities after hosting such a major event and it was considered a team effort by all of the communities in the region. This cooperation and the sense of being part of a team should facilitate the successful staging of other sporting and cultural events in the future. Moreover, this cooperative spirit should be transferable into other initiatives that have economic development implications for the region. Therefore, even though this effect is difficult or impossible to quantify, it is nonetheless an important legacy of the 1999 Canada Winter Games.

Financial surplus. After adjusting for all the expenses and incorporating all the revenues, the Host Society is expecting to have a $2.5 million surplus to turn back. This surplus will enable the region to further develop its sports and culture. But, more importantly, the Host Society is not saddled with a huge debt that unfortunately is a negative legacy that far too often besets events such as the Winter Games. The surplus is a positive legacy of the 1999 Canada Winter Games that speaks highly of the organizational abilities and efforts of those involved in staging and financing the 1999 Canada Winter Games.

Athlete/Team development. The exposure of the local population to the high caliber of competition for new and existing sports and the availability of new and improved sporting venues in the region should help develop interest and participation in these sports in the future. Whether this results in future Canada Winter Games athletes is besides the point because it will contribute to and enhance healthy lifestyle practices for those who are stimulated to participate in sports for a longer period than otherwise would be the case. This is an important legacy that is far too often overlooked.

Investment in youth. A significant number of the 1999 Canada Winter Games volunteers and staff were young people. Integrating the local youth in the organizational structure of the Winter Games would instill a sense of responsibility and civic pride in them. This should enhance the likelihood that, as young adults, they will become more involved in similar civic-minded initiatives. Consequently, the legacy of this investment will bear fruit in the future.

Service industry expertise. The local vendors supplying goods and services to the 1999

Canada Winter Games have acquired new expertise in areas that might allow them to take advantage of new business opportunities. The significance of this legacy will become clearer with time.

Event management expertise. Having been involved in hosting and managing one of the most successful Canada Winter Games, a number of the residents of western Newfoundland have acquired event management expertise. This, of course, will come in handy when other cultural and sporting events are hosted in the western region. Again, this is a legacy of the 1999 Canada Winter Games that might not be obvious to those not directly involved with the Winter Games.

Friendships and memories. The participants went away from the 1999 Canada Winter Games with very fond memories. They renewed old friendships and made new ones. This is certainly a legacy that needs to be acknowledged.

Human legacy---can do attitude! The fact that the Host Society Staff and the huge pool of volunteers have just hosted one of the most successful Canada Winter Games will generate a sense of confidence and self-esteem in the region. It gives them a sense that, working as a team for a common goal, they can achieve the results they want. This winning attitude and self-confidence should continue to pay off for the region for sometime to come. This human legacy, if you want, is another lasting benefit of hosting the 1999 Canada Winter Games that sometimes gets lost in the shuffle.

Sense of being a Canadian – After reviewing and reflecting on the open-ended comments from athletes, coaches, officials, spectators and volunteers, it is clear that an extremely important legacy of the 1999 Canada Winter Games is the contribution it makes to our Canadian identity and to Canadian unity. People attending and participating in the Winter Games had a greater appreciation of what Canada was about and what it meant to be part of this country. This significance of this legacy is epitomized in the following comment from a Manitoba spectator: *The experiences for the kids will be unforgettable! The hospitality was incredible. This does great things for Canadian unity and understanding when we meet and mingle.*

Reinforcing the importance of sportsmanship and values. Probably one of the most direct and long-lasting legacies of the 1999 Canada Winter Games is the fact that it acted as a conduit through which the importance of sportsmanship and values were reinforced in a tangible way. While there were obvious and numerous examples of that throughout the Winter Games with the demonstration of excellence and personal bests by elite athletes, the most poignant example of this legacy was demonstrated by a sporting event that never happened. Specifically, when it became obvious that their competition would not proceed, a number of long-track-speed-skating athletes demonstrated the true spirit of the Canada Winter Games and one that will live on beyond other legacies. This is probably best expressed in the words of a long track speed skating competitor when s/he said: *...seeing the kids thanking all the volunteers at the long-track venue at 4:30 am when they knew they would not be able to skate was the most emotional moment of the Games for me. I was so proud of all the athletes and felt so sorry for all the volunteers who worked very hard!! I gave them all angels!!*

Finally, despite the overwhelming successful impacts identified for these Winter Games, there were several concerns expressed by those surveyed. Some of these concerns might be considered as areas of improvement for future Host Committees others might be more legitimately interpreted as typical start-up problems and normal logistical concerns associated with feeding and housing large numbers of individuals. Independent of whichever of these interpretations is more relevant, it was clear from this evaluation that these areas of complaint were not sufficient to detract from the overall positive experiences associated with their 1999 Canada Winter Games participation. Hence, the lessons learned should be interpreted as areas of 'fine tuning' for future events. Furthermore, a number of comments were received that point to some of the more positive experiences and practices of the 1999 Canada Winter Games Host Committee. These positive comments, of course, represent equally important lessons that can be learned by future Host Committees. These concerns and positive guideline for future Canada Winter Games are outlined below.

Concerns

A number of participants expressed concerns about the quality and variety of food being served. While this might reasonably be interpreted as a lesson learned, it was clear that an equal number of participants indicated that the food and the cafeteria were positive aspects of the 1999 Canada Winter Games. This just points to the inevitable problems of trying to feed many people simultaneously and not being able to tailor the menu to all preferences. On the other hand, there was a concern with the fact that at various venues, spectators were restricted in the choices of food available. While hot dogs, hamburgers and fries are useful in feeding large number of people quickly, it might be perceived as a problem if there are no other choices available at site. There ought to be more choices available for the more health conscious individuals. There certainly should be fruits and other healthy foods available for those who need to eat at the venues. This represents the first lesson.

Lesson 1: A variety of healthy foods ought to be available for purchase at the venues.

Another concern that was echoed by a significant number of participants was that they arrived late and then had to endure an accreditation process that was slow. While it might not be possible to accelerate the accreditation process given the number of participants that need to be processed and the number of procedures that have to be gone through, the problems created were compounded by being undertaken late at night, sometimes at 4:00 am. Therefore, every effort should be undertaken to streamline the accreditation procedures. As well, a concerted effort should be made to ensure that the arrival of teams to the site is such that late night accreditation is not required. This leads to the second lesson learned.

Lesson 2: Accreditation procedures should be streamlined and team arrivals should be scheduled such that accreditation not be required late into the night.

A number of spectators complained of noise during periods when they were trying to sleep. While there was every attempt to moderate noise in the athlete village after a certain time of night, it is practically impossible to eliminate all extraneous noise without invoking excessively, heavy-handed tactics that would otherwise diminish the positive experiences of the 1999 Canada Winter Games for the participants. Although, it might be possible to coordinate the sleeping assignments so that athletes from sports with similar schedules are grouped together. That is, athletes with very early schedules be placed adjacent to others with similar schedules. This might alleviate these concerns and might be considered another lesson learned.

Lesson 3: Adjacent room assignments for athletes with similar schedules.

A number of concerns were expressed with the quality and comfort of the bedding available in the athletes' village. Since this bedding has been utilized in a number of other Canada Games, it might be feasible to investigate the credibility of this concern and if warranted and the budget permits, replace the bedding. This is offered as yet another possible lesson learned.

Lesson 4: Re-evaluate the quality of bedding utilized for the 1999 Canada Winter Games and replace if feasible.

A serious concern that was repeated often was the lack of availability of sufficient and adequate parking for spectators to the 1999 Canada Winter Games. While there was overflow parking away from the site, spectators were either not aware of this or felt it was not a reasonable substitute for being able to park on site. As a result of the lack of parking, some spectators received tickets for parking illegally. This presumably would have diminished their enjoyment of the 1999 Canada Winter Games somewhat. Therefore, another lesson is that every effort needs to be undertaken to ensure that adequate parking is available in reasonable proximity to the site or if off site, an efficient shuttle service is available and that is communicated effectively to spectators.

Lesson 5: Adequate parking needs to be available for spectators.

There were also concerns about the transportation system, at least in the early stages of the 1999 Canada Winter Games. This related to long line-ups and the lack of strict adherence to schedules. While this did seem to be worked out in short order, a number of people did express concerns about it. The lesson here is that no matter how much planning and preparation that goes into the Canada Winter Games, there will inevitably be organizational glitches that, if not dealt quickly, can take away from the positive Winter Games experiences for the participants.

Lesson 6: Be prepared to deal quickly with organizational and scheduling glitches when they occur.

Local businesses expected the region's population to double during the 1999 Canada Winter Games. Specifically, they expected 25,000 visitors to the area. Careful attention needs to be paid to determining reasonable estimates for visitors to the area and to

effectively communicate these estimates to the general business community. This should increase the likelihood that ex ante expectations accord with reality ex post. It is very important that future Host Societies learn this lesson so that their local supporters do not become disappointed and disillusioned at key times.

Lesson 7: Get reliable and reasonable estimates of the number of visitors to the areas and communicate those effectively to the local business sector.

Some people surveyed felt that the business community should have been more proactive in identifying opportunities. They should have formed a committee to investigate the experiences of the business sector in Brandon, Manitoba as a result of the Canada Games. Hence, an important lessons for businesses in the local impact area of future Canada Winter Games is to be more proactive in formulating their own expectations about reasonable economic impacts that will flow from the Winter Games.

Lesson 8: Businesses need to be proactive in assessing realistic businesses opportunities presented by the Winter Games.

As noted previously, several specific sports expressed their own concerns (synchronized swimming and Ringette, for example). Synchronized swimmers expressed concerns with the depth of the pool and the limited seating capacity of the venue for spectators. This unfortunately might be inevitable as the Canada Games moves to all areas of the country and the capital budget does not permit the construction of all new buildings for every competition. On the other hand, both the participants and the spectators to the sport of Ringette perceived that their sport was not treated fairly. They had a number of specific concerns that related to the scheduling of ice time for Ringette competition in venues that were, in their assessment, below the standard of those being used for hockey practices. As well, there were concerns with having to drive to Deer Lake to compete when the big arena was idle or being used for hockey practices. These complaints were so numerous that participants and spectators in the sport of Ringette felt that they were short-changed somehow. There may have been legitimate organizational reasons for the scheduling of competing events and practices. If there were, these should have been communicated to the Ringette teams for their information and hopefully, their understanding. In any event, it does seem that future Host Societies need to be sensitive to these concerns expressed by the participants and spectators to the sport of Ringette.

Lesson 9: Extra sensitivity needs to be exercised in scheduling venues that are used by different sporting organizations. To the extent that all concerns cannot be satisfied simultaneously, it is important that the representative from these sports be apprised of both the decisions and the reasons for the decisions.

There was great disappointment by all concerned when the weather prevented the long-track speed skating event from proceeding. There were probably good reasons for scheduling the long track event in the second week. But, by not having this event in the first week, the organizers lost the flexibility of rescheduling the event should the weather

not cooperate. Therefore, one lesson that might be learned in this case is to schedule those events that are most sensitive to weather conditions in the first week.[1]

Lesson 10: Schedule events that are extremely weather-sensitive for the first week. This would allow for the possibility that the event could be shifted to the second week if the weather in the first week precludes the event from being completed.

A number of participants expressed concerns that the bunks beds available in the athletes' village did not have ladders. This was perceived as inconvenient and dangerous. Therefore, if feasible all bunk beds should be installed with a ladder.

Lesson 11: Ensure that bunk beds have ladders.

Two of the premiere events of the 1999 Canada Winter Games were the opening and closing ceremonies. It set the stage for the excitement to come in the case of the opening ceremonies and helped ingrain the memories that will last for a lifetime in the case of the closing ceremonies. Unfortunately, the space availability in the Canada Games Centre was not sufficient to accommodate all those who wished to attend the ceremonies. As a result, some parents who wished to attend the 1999 Canada Winter Games were unable to obtain tickets for the event. When registering their concerns about this situations, a number of parents had suggestions that might minimize the amount frustration that results from not having sufficient space at the opening and closing ceremonies. The first suggestion had to do with allocating opening and closing tickets to parents of competing team in proportion to the size of the teams. The second recommendation was to set up a big screen TV in an alternative venue. This would allow those who could not get tickets to watch the opening and closing ceremonies.

Lesson 12: Have a big screen TV set up in alternative venue for those who could not obtain tickets to the opening and closing ceremonies and allocate a portion of the tickets available for parents of competitors on the basis of team size.

Some coaches felt that there was not adequate opportunity to meet socially with other coaches. This presumably could be easily remedied by having several organized social activities for coaches and staff. Since this would be relatively easy to implement, it is a simple and painless lesson to learn.

Lesson 13: Organize several social events for coaches and officials.

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[1] In recommending this lesson, it important to note that we do understand that the scheduling of sporting events would have been scheduled only after full consultation with all those involved. We also recognize that the sport officials are volunteers and may not have the flexibility to book off additional time from work to accommodate competition that is forced into the second week. And, we understand that as first week competitions get pushed into the second week, there can be constraints on the housing space in the athletes' village. Even in the face of these obstacles, we would still recommend scheduling extreme weather sensitive sorts in the first week. At least then you have the potential to overcome the problem but by having it in the second week, you have lost that possibility.

Other spectators expressed concerns that information on the schedule of events for all sporting and cultural events of the 1999 Canada Winter Games be available at the airports. This would facilitate the planning process of visitors new to the area and prevent the frustration of having to find the appropriate building at the Canada Winter Games site.

Lesson 14: Have a kiosk at airport with detail schedules of all sporting and cultural events for dissemination to visitors.

Another concern that was expressed by a number of people was that the events being held in Deer Lake and Stephenville were too far away. While this was unavoidable given the geographical dispersion of the host region and the need to spread out competition over the whole region, it nonetheless caused frustration for some of the visitors. Presumably the only lesson to be learned here is that in future Canada Winter Games that have venues spread over more than one jurisdiction, it is important to communicate to the visitors the reason why the events are geographically dispersed.

Lesson 15: For multi-jurisdictional events, ensure that the public relation information disseminated to visitors clearly articulates the reason why the events are geographically spread out.

Positive Guidelines

In addition to the concerns or areas of improvements, a number of practices and experiences of the 1999 Canada Winter Games hold out positive lessons for future Host Societies. One such lesson is that the participants and spectators were very appreciative of the compact placement of facilities. Therefore, a lesson to take from this is that the Winter Games layout should be optimized so that as many venues as possible can be within reasonable walking distance.

Lesson 16: The layout of the Winter Games venues should be such that it is relatively compact and facilitate the ability of spectators to walk from one venue to another.

A number of participants indicated that they were appreciative of the fact that the Host Society had made provisions for them to access e-mail while at the 1999 Canada Winter Games. This lowered their costs of communications and represented a significant convenience for them while attending the Winter Games. In this case, the lesson is straightforward: the provision of e-mail for participants is a good thing.

Lesson 17: E-mail facilities should be established for each of the Winter Games participants.

Also, the comments from participants pointed out that whenever organizational problems arose, they were dealt with quickly and efficiently. This was highlighted as an extremely positive point in the favor of the Host Society. The lesson here is that while you cannot plan for every contingency, people are more understanding and accepting of problems if

the organizational structure is set such that there are clear lines for dealing quickly and effectively with them as they arise.

Lesson 18: Have the organizational structure of the Winter Games established such that there is a quick response to inevitable operational quirks that arise.

Another positive response received related to the proximity of the souvenir boutique to the main area of competition. The fact that it was easily accessible was very appreciated by those who responded to the surveys. In addition, the fact there was a wide range of prices for the souvenirs was perceived to be a good thing. It appealed to the wide range of budgets for those attending the 1999 Canada Winter Games. Therefore, anyone wishing to leave with a souvenir could find one in their price range.

Lesson 19: The placing of the souvenir boutique needs to be close to the competition venues and there needs to be a wide range of souvenir prices to appeal to the different budgets available to spectators and participants.

Very clearly one of the most positive aspects of the 1999 Canada Winter Games was the volunteer base that greeted and dealt with the participants and spectators. It was obvious from the overwhelming majority of comments received that hard working, positive, enthusiastic and friendly volunteers can overcome most things and make the Winter Games experience more enjoyable. If no other lesson is learned from the 1999 Canada Winter Games, it is important that future Host Societies appreciate the impact that a motivated and enthusiastic volunteer base can have on the memories and enjoyment of both spectators and participants alike.

Lesson 20: Establish a base of volunteers who are committed to the Winter Games, are enthusiastic and are willing to make the extra effort to ensure that the Winter Games experience for all is as enjoyable and memorable as possible.

The 1999 Canada Winter Games were very successful because there was tremendous community support for the Games. For example, the school year was rearranged so that the schools were closed during the period of the Games. This provided space for athletes, coaches and Host Society staff. The people of the western region opened their homes to visitors and came out to cheer on the competitors. As well, residents left the Christmas lights up to enhance the atmosphere of the communities in which the Winter Games took place. Finally, the community got behind the marketing efforts of the 1999 Canada Winter Games by sponsoring and participating in Canada-Games-wear Fridays.

Lesson 21: Community buy-in is an integral component of a successful Canada Winter Games.

Finally, the athletes, coaches and spectators were all very pleased with the calibre of the facilities available for the competitions. This enhanced their Canada Games experience.

Lesson 22: Quality facilities are extremely important in defining the perception of athletes, coaches and spectators about their Canada Winter Games experience.

To conclude, this report demonstrated that the 1999 Canada Winter Games had significant and positive economic effects. These were felt in every province and within the local impact area. The social and cultural aspects of the Winter Games were extremely positive. Local businesses, for the most part, benefited from the activities associated with the 1999 Canada Winter Games. In addition, a number of valuable lessons were learned from these Canada Games. This ensures that the positive effects of the 1999 Canada Winter Games will continue through to other Canada Games. Finally, a number of legacies of the 1999 Canada Winter Games will continue to affect the western region positively for some time to come.